ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Items of Interest

FROM:		EXTENSION	NO.
Harry E. Fitzwater			DDA 82-0229/4
Deputy Director for Administration			**DATE**
7D 24 Hqs			17 February 1982

TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. Executive Director 7D 55 Hqs				*John,* *The items not covered in the attachments will be covered in our discussion.*
2.				
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82-4153/1

DDA 82-0229/4

17 February 1982

MEMORANDUM FOR: Executive Director

FROM: Harry E. Fitzwater
                                   Deputy Director for Administration

SUBJECT: Items of Interest

REFERENCE: Memo dtd 25 Jan 82 to DDA fr ExDir, same subj
                                   (ER 82-4153/1)

1. In reference memorandum, you asked that we discuss several items of interest. I have asked the three offices concerned to prepare papers on these items. These are attached for your consideration as a preliminary to our meeting.

   a. Attachment A: Office of Security. The question of
        the IG Report recommendation for reorganizing the
        OS Directorate of Personnel Security and Investigations.

   b. Attachment B: Office of Training and Education's ties
        to the outside academic world.

   c. Attachment C: Information handling. How does ODP
        remain current as to new ideas, etc.

2. I am prepared to discuss these items at your convenience.

                                   Harry E. Fitzwater

                                   Harry E. Fitzwater

Atts

DDA:HEFitzwater:kmg (17 Feb 82)
Distribution:
  Orig - ExDir w/atts
      1 - ER w/atts
      1 - DDA Subj w/atts
      1 - DDA Chrono
      1 - HEF Chrono

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when separated from attachment.

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ATTACHMENT A

3 FEB 1982

MEMORANDUM FOR: Deputy Director for Administration

FROM: [   ]   25X1
                 Director of Security

SUBJECT: Office of Inspector General Inspection Report -
          Office of Security (1981)

    1. I have reviewed with senior members of my staff the
Inspection Report of the Office of Security compiled by the
Office of the Inspector General. This review reflects that of
the 26 recommendations approved by the Deputy Director of Central
Intelligence, the Office of Security has the primary respon-
sibility of addressing 18. Other elements of the Agency have
been requested to respond to the remaining eight recommenda-
tions.

    2. Regarding the 18 that this Office will take the lead in
addressing, I find that 14 of these either have been or will be
accomplished in due course.

    3. Total implementation of the remaining four Inspector
General recommendations will be difficult and, I submit,
unwise. I shall address these four in this memorandum,
explaining to you what I believe can be done and also what I
believe should not be done and why.

        Recommendation #1 - "We recommend that the Director
of Security prepare an organization plan for the DDA
with options for realigning security functions and
reducing managerial layers."

        Comment: There appears to be an underlying IG
desire to dismantle the Directorate of Personnel
Security and Investigations by separating certain
functions and increasing the number of deputies
reporting directly to me. I do not agree. In fact,
such a separation existed in the Office of Security for
many years, prior to a general reorganization in 1973,

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when a strenuous effort was made to combine functions, streamline operations, and save manpower. The Office's organizational plan was submitted to the Inspector General, who expressed his position in a memorandum dated 30 May 1973:

> "The reorganization proposed by the Director of Security is a substantial improvement over the existing organizations. It achieves a grouping of similar functions under common supervision that is markedly lacking in the current structure. Especially noteworthy is the placement of all personnel security functions, including the investigative process, under a single manager. . . Finally, a number of functions have been combined or reduced, making possible the elimination of several organization elements, particularly at the staff level. This has reduced the number of supervisors, including the number reporting directly to the Director of Security, and has made possible a significant reduction in the total Office of Security position requirements."

We find the structure works well and is not an undue burden on the Deputy Director for Personnel Security and Investigations (PSI). We have, however, made some organizational changes within the PSI Directorate.

a. We have upgraded the Polygraph Branch to the status of a Division, with the chief of the division designated as an SIS officer.

b. We have reorganized the Security Support Division and included the Reinvestigation Branch as part of this Division. The chief of the division holds SIS rank.

c. We have reorganized the Clearance Division to redistribute the workload and increase efficiency. The chief of the division is a member of the SIS.

In the Physical, Technical and Area Security Directorate, the Information Systems Security Group is expanding both in personnel and workload. It will,

undoubtedly, become a division in due course. I do not believe that should occur at this time, however.

I reject the inference in the report that the Office of Security resists organizational change. As noted above, we have made changes and we will make changes in the future when they will improve our effectiveness. I did not contemplate any additional significant changes in the immediate future. I would like to allow time for those changes that have been made to work before making more changes. The recommendation to develop a plan to reorganize the entire office was not in the earlier draft report and I believe any serious consideration and development of such a plan could not be realistically accomplished by 2 April 1982.

The Position Management and Compensation Division (PMCD) of the Office of Personnel will begin a full-scale review of the Office of Security in March. Any organizational recommendations resulting from that review will be considered along with the suggestions of the Inspector General. I do not believe it would be advisable to attempt a reorganization of the office until the PMCD review has been completed, as it will be more likely to reveal significant needs for changes in structure than any other similar review.
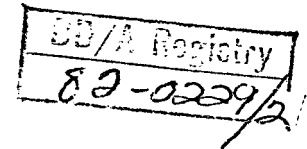
OTE 82-1013

29 January 1982

MEMORANDUM FOR: Deputy Director for Administration

FROM: ⬚ Director of Training and Education   STAT

SUBJECT: Items of Interest to the Executive Director

REFERENCE: Memorandum from Executive Director to DDA,
dated 25 January 1982, Subject: Items of Interest

1. Detailed below are suggested responses to the two items relating
to the Office of Training and Education (OTE) which were raised by the
Executive Director in paragraph 2 of reference memorandum.

a. OTE's Ties to the Outside Academic World: OTE makes a
continuing and concerted effort to ensure that its personnel are in
contact with the academic world and commercial private sector training
organizations so that we can be confident that we are keeping up with
the state-of-the-art. I am sure you are aware of the extensive inter-
play between the academic community and the faculty of the Language
Training Division. In this particular area we devote considerable
resources to working with both private and Government schools toward
the common goal of stimulating the Nation's language training
programs. It is obvious from these contacts that our approaches are
not only up-to-date but that we are in fact a recognized leader in this
area of study. The Office's professional contacts with the outside
world are by no means limited to the area of language training. In
all areas of OTE's activities there are examples of our determination
to develop professionally and to continually apply new techniques and
approaches where appropriate.   STAT
                                                                             STAT
                                                                             STAT
Also, we maintain a close working relationship
with the Center for Creative Leadership (CCL) in Greensboro to take
advantage of their on-going research into management and supervisory
training techniques. ⬚ just recently visited CCL for   STAT
this purpose. ⬚ completed at the end of the year the
seven-week Executive Program at the Federal Executive Institute (FEI).   STAT
His enrollment served the dual purpose of his personal career
development and the acquisition of new thoughts and techniques for

SUBJECT: Items of Interest to the Executive Director

use in OTE. Three staff officers of OTE whose specialty is educational
technology and methodology have within the last 12 months attended
professional conferences or seminars where they have been able to
update their knowledge of this important area. In addition to these
efforts, we have recruited new officers from outside of the Agency
to join our career service who bring with them current skills from both
the private sector and other areas of the Government. I believe that
all these examples demonstrate the commitment of OTE to ensuring that
we are staying on top of the rapidly changing developments in the whole
field of training and education, and I believe that in terms of
content, technique, and staff capability our offerings are comparable
to the best that is available elsewhere.

     b. Basic Courses and Curriculum Pertinence: Every course or
program conducted by OTE is subject to frequent review and analysis--not
only by the staff responsible for the particular course but also on a
systematic basis by the Curriculum Committee and by OTE management.
For the most part, these courses and offerings are not static and
are being changed, modified, and improved with regularity. Even the
"old standbys" are not exempt from this process. The Midcareer Course
within the last three years has undergone extensive modification
in an attempt to increase participation on the part of students and to
provide as part of the course some basic management training. The
Senior Seminar was torn down to the ground and rebuilt as an entirely
new offering with new goals as the Senior Officer Development Course.
Basic orientation courses have been reworked, tightened up, and shortened
where appropriate. In support of changing trends and emphasis within
the Agency, new courses have appeared. Where not long ago Career Trainees
started their training process with a rather superficial three-week
orientation, they are now exposed to a polished ten-week course that
much more thoroughly prepares them for upcoming interim assignments
within the Agency and further specialized training. Each time a course
is run, the staff of OTE is exposed to a wealth of candid criticism
from the participants. Adding to this input is the fact that the OTE
staff is at present at an all-time high in terms of professionalism,
and as a result, are their own most severe critics. A good example
of this latter point can be seen in the Management Seminar. At the time
that she assumed basic responsibilities for this course, [ ] STAT
critically reviewed past runnings, conducted an outstanding training
needs assessment, and reworked the course from top to bottom. The
initiative for this work came from her. It was not pushed by IG reviews,
management pressures, or other external factors. It is basic OTE policy
to insist on pertinence in our offerings and to assume a leadership
role in Agency training as opposed to merely responding to today's
(or in some cases yesterday's) requirements. While our curriculum is

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SUBJECT: Items of Interest to the Executive Director

far from perfect, I believe sincerely that given the resources available to us, we are doing a superb job of offering high quality training that is relevant to the current and anticipated needs of CIA.

2.   To the extent that any of the Executive Director's interest may have been piqued by the December memorandum prepared by the DDO Senior Training Officer, I believe that some comment is in order. I think [STAT] memorandum which challenged several of our basic courses in their present form was a good faith effort on his part to establish a constructive dialogue. Unfortunately, the memorandum was not based on as much knowledge of the courses to which it spoke as would have been desirable, and equally unfortunate was the fact that it received distribution to various senior Agency officers prior to its author and OTE sitting down and dealing with its content in a constructive manner. We have now had such a discussion with the author of the memorandum, and I believe he would be the first to admit that modifications of at least some of his positions and recommendations would be in order. I think that he and we have benefitted from our discussions and that both parties will move ahead in an attempt to satisfy some of the training problems faced by the DDO.

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ODP-82-164
8 FEB 1982

MEMORANDUM FOR: Deputy Director for Administration

FROM: Bruce T. Johnson
                  Director of Data Processing

SUBJECT: Items of Interest to the Executive Director

REFERENCE: a. Your Memorandum, dated 27 January 1982, same
                  subject, DDA 82-0229/1
                  b. Memorandum from Executive Director,
                  Subject: Items of Interest, dated 25 January
                  1982, EX 82-41531/1

1. In response to your request for my thoughts concerning
paragraph 3. of Reference b., I have pulled together the
following information keyed to the Executive Director's questions
and formatted to facilitate incorporation in a broader memorandum
for your signature. Although not specifically asked to do so, I
felt moved to respond to paragraph 4. of the Executive Director's
memorandum also. I hope this information is on target. If not,
let me know and we can rework it.   (U)

2. Q: "How does the Office of Data Processing (ODP) ensure
that it remains current as to new ideas in the information
handling world and how do ODP personnel stay on top of the
latest?"

A: ODP uses several means of keeping current:

a. Formal training: ODP has one of the most
vigorous training programs in the Agency. In FY 81, | 25X1
people in ODP spent [   ] to attend 386 external | 25X1
training courses. Included in this activity were a
large number of ODP employees who are taking
undergraduate and graduate level courses in the computer
and information sciences at local universities. ODP
also sets aside up to [   ] each year to sponsor a   25X1
full-time fellowship for one year of academic study for
an ODP employee (competitively selected). Several ODP
employees who have earned advanced degrees teach
computer science courses part-time at local colleges and
universities, including the Agency's Off-Campus Program
with the University of Virginia. In addition to sending
employees individually to external training, ODP

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contracts for training when possible to reduce the cost. This has been particularly effective with hardware vendors like [   ] where ODP has been able to specify in procurement contracts the number of people the vendor must train in specific courses. In FY 81, ODP trained [   ] employees through contracted training. Finally, ODP augments its own internal training program by purchasing audio and video self-study courses produced by leading ADP training companies like DELTAK and Advanced Systems, Inc. There is some concern in ODP that the current level of resource commitment in dollars and personnel time may not be enough to keep up with rapidly advancing technology and escalating training costs. (C)

   b.   Attendance at Conferences: In addition to formal training courses, ODP uses a large portion of its travel money for keeping current by attending computer conferences and user group meetings. Attendance at SHARE and GUIDE IBM user group meetings, for example, is a primary source of information on what IBM's plans are, as well as how other IBM users exploit IBM technology. ODP has increasingly taken the initiative in specifying the agenda and direction of these and other vendor-related user groups. Recently, ODP's Systems Programming Division hosted a local (Metropolitan Washington) VM software users group in the Headquarters Auditorium. More general information is obtained by attending conferences and symposiums sponsored by professional groups like IEEE, ACM, AMA, and NBS. Here is where ODP is feeling the greatest pinch because of current efforts to reduce government expenditure for travel. In a few cases, ODP employees have paid for attendance at a key conference out of their own pockets when travel funds began to run out. (U)

   c.   Briefings and Product Announcements: ODP avails itself of every opportunity to receive briefings, product announcements, and demonstrations from its current and potential vendors. These formal and informal dialogues, some of which are held only after a promise of nondisclosure by CIA, enable ODP to predict and prepare for coming innovations with reasonable accuracy. (U)

   d.   Sponsoring ADP Research through the Office of Research & Development (ORD): ODP has maintained a close relationship with the ADP Research Branch of ORD for several years. You may recall that [   ] headed that group for a while. Recently, ODP'ers have been filling [   ] old job on rotation.

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[_____] is the current incumbent and she 25X1
is taking advantage of her many contacts in ODP to make
sure their interests are remembered. ODP goes through a
ranking process every year with ORD to ensure that,
within the limited resources available, projects with
the highest interest are funded. Current ORD projects
are exploring such areas as advanced text search,
analytical aids, security filters for shared data bases,
relational data bases, and video disk technology. ORD
periodically sponsors seminars in advanced technology,
like microprocessors, for ODP and other computer
organizations in the Agency. The take from this
activity has been very good, but it has been drastically
underfunded during the past few years to accommodate
Agency budget cuts. R&D cuts have hurt not only ODP,
but other offices in my directorate as well. (U)

    e. Commercial Research Services: ODP subscribes to
several research services, notably Auerbach and
International Data Corporation (IDC). These services
produce periodic newsletters as well as indepth studies
of particular technology or applications areas, such as
office automation. In addition to their publications
they offer telephone research services to ODP and
periodic seminars at no additional cost. In fact, IDC
is sponsoring a one-day ADP technology trends briefing
here in Washington on 3 March. This briefing is geared
to senior managers with stategic decisions to make in a
recession economy. Bruce Johnson has tentatively
reserved a place for you and me and is urging us to
go. If you are interested, I will send you more
information. (U)

    f. Trade and Professional Literature: ODP
subscribes to a wide range of periodicals covering ADP
and related fields for its employees. A technical
library of IBM and other vendor manuals, handbooks, ADP
textbooks, etc., is maintained by ODP not only for its
own employees, but customers as well. OCR expenditure
on behalf of ODP for these publications was [_____] in 25X1
FY 81. (C)

3. Q. "The cost and resources devoted to supporting
national programs....are we doing it to the detriment of CIA day-
to-day business?"

25X1

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25X1

    4. Q: "How does ODP determine priorities as to what
organization gets either hardware or programming support before
some other?"

    A: ODP uses several methods to establish user
requirements and prioritize them.

    a. To ensure adequate central processing services,
ODP surveys its customers every year, analyzes workload
trends, and then plans for and provides all the hardware
and system software resources needed by its customers.
ODP's inventory of large computers is upgraded yearly to
ensure that sufficient computational power is
available. The schedules and budgets for large new
software development projects are coordinated with the
customer to ensure that these systems are available when
needed. (U)

    b. For individual applications development and
maintenance, ODP uses the Agency's network of ADP
control officers. Each directorate has an officer who
sets priorities for the offices within the directorate
and each office has an officer to set priorities within
the office. ODP looks to them to resolve conflicts. On
occasion the Deputy Director for Administration has had
to set arbitrary percentage limits on the amount of
applications development resources ODP could dedicate to
each directorate. It is not a perfect system, but it is
the best we have. You may recall that for a few years
we made an attempt to review ADP projects in the
EXCOM. After the first few rounds, this was reduced to
a staff review and monitoring activity. For major
projects the Information Handling System Architect will
eventually assume the monitoring activitiy on behalf of
the EXCOM. (U)

    c. An area of serious concern which I share with
the D/ODP is CIA's ability to budget for and equitably
address the growing demand for terminals. ODP has
relied on the directorates to state their requirements

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and place them at an appropriate level in the budget process. For one reason or another, we wound up with only ☐ terminals funded for FY 82 to meet a combined directorate demand of ☐ (excluding procurement of replacements for aging machines). This is putting ODP in a real bind and has prompted John Stein to write me a strong memo of concern. I believe this is an area that the EXCOM should look into. (C)

25X1
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5. Q: . "[What is the] status of SAFE and what [will it] take to fix it?"

A: Bruce Johnson, ☐ and others in ODP are 25X1 currently digesting the information obtained from the Preliminary Design Review (PDR) with ☐ during the last week of January. We 25X1 will set up a briefing for you as soon as we have developed a good assessment of the situation. (U)

6. Q: "How can the DDA protect itself from slipping into another government bureaucratic organization?"

A. While the experience gained in overseas assignments certainly contributes to the "can do" attitude of people in DDA, I think the real keys to remaining a flexible, responsive organization are adequate resources and the freedom to use them as we see fit. One of the dangers of the continuing budget cuts that my directorate has suffered during the past few years is exactly what you fear. When resources are limited we tend to establish bureaucratic controls to husband them. As a point of interest, it seems to me that as far as Headquarters support is concerned the office in my directorate with the least overseas experience, ODP, has consistently maintained a "can do" approach, which can be attributed in part to the fact that ODP, at least until recently, has had the horsepower it needs to get its job done. That "can do" spirit could be eroded if we do not step up to the staffing and equipment resource problems facing us in 1983 and 1984. (U)

25X1

Bruce T. Johnson